

DATE: December 29, 1976

TO : File

FROM : Joshua Lederberg

SUBJECT: Interview with Dean Rich 12/29/76

The main agenda was the 5-year faculty plan but we touched on a number of questions. I explained and left with him the memos concerning the plans with the NIEHS. He expressed his very warm approbation of these developments. Without making very concrete commitments about future faculty, he thought that my own position was very reasonable. This was (1) that center funding would open up a slot for the kind of role that Dennis Smith occupies; (2) that if there were funding stability, we could look forward to growth that would be very reasonable for the school, for the university and for the kind of program we are referring to here. He jokingly said there should be some place for calcium in all this. I responded with Wolf's behavioral theory of the conditioning of salt intake which he found appropriately intriguing.

He independently and spontaneously brought up issues about the reorganization of Family, Community and Preventive Medicine which were very much along the lines of my own thought. He may be preparing to move on this even faster than I had in mind. I told him I did not want to be a predator but that I would be glad to go along with anything that made sense in that direction. He is very much concerned about the leadership of that department, but I stressed to him that there were structural problems that he well knew that should be dealt with first, and I think he agreed. There might still be a very significant role for Count in a program more narrowly defined around social medicine and that could at least be a separate question from the conglomeration of activity that now goes on within that department. The sticking point might be the health care economics group and we did not particularly address that question. John Bunker is a particular issue there. It is not clear just when Clay will act on that, but I think he may be talking to Count pretty soon and he has the general view that if something needs to be done, better sooner than later. I had impressed on him the importance of not overly complicating my EHS application in the interval.

Clay asked me where the Cohen appointment was. I told him the long form was on the way. He agreed that it was appropriate to get this established in principle now and a lot of detail would be worked out in the future.

As to Pharmacology, Weiner apparently is still interested in Stanford, even on "our terms" but there is still a problem with respect to his staffing expectations. There evidently is some difference of opinion between him and the department about the quality of the people that he wants to bring, and this of course has raised some questions about the quality of his judgment. I suggested that Clay constitute most of the search committee as an ad hoc review committee for those candidates, so there would be some more objective basis for answering the question of their professorial qualifications.

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Clay had meant to respond to my memo on consulting and just as I had come to conclude myself, he thought it was fine on substance but very delicate on form and that it would be better not to distribute that as an explicit memo but talk to a few people privately about it. Which is just what I will do.

I pointed out some of the problems of maintaining the history of the school and the state of the archives. Clay was not even aware of the existence of the vault, and after I told him the condition it was in, he understood why no one shows to tell him about it. After a certain amount of Byzantine haggling about who wanted to do what, I finally offered to make a stab at getting the area cleaned up. What I had in mind was to use Tim for perhaps 5 or 10 hours a week and just see how far that got over some period of time. The crucial issue was some space to put him in for an interval, and it turns out that Peter Carpenter's office is vacant. So, he then did give me a total delegation of authority in terms of handling those old files and will communicate this to John Stewart. I talked to John very briefly about this afterwards. He was quite delighted and will certainly cooperate. They have in fact moved out a good many of the file boxes that had been in there with old student records, so that does simplify the task. After the existing files in the vault are examined, I will have Tim just go around and talk to the secretaries in the different Associate Dean's offices and try to prepare a catalogue of the remaining historical files. Then after that perhaps we might circulate a memo to various departmental offices telling them that we now have organized an archiving activity and we can also bring the university archives into it as well as Peter Stangl. There was some question whether we could find some emeritus professors who would be interested to take this on in a more coherent way but was really hard to figure out who that should be at this particular point.

In respond to some of the questions that Dave Hamburg had put, Clay has not done very much thinking about it. However, he thought Duvall had been a rather reasonable person in the role of Assistant Secretary for Health and wondered if he could be brought back. *Ivan Bennett* was another rather obvious name although we both saw some obstacles.

I did promise Clay that even if there were just a few offices that we could release for laboratory space downstairs, that he would like to know about it pretty soon. I do not think there is much point in trying to move laboratory facilities.